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V. DEVELOPMENT, TRAINING AND PERFORMANCE FEEDBACK

Saint Mary's College of California

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V. DEVELOPMENT, TRAINING AND PERFORMANCE FEEDBACK

The College encourages staff to increase their knowledge and skills through its orientation of new employees, on-campus staff training and development opportunities, attendance at professional conferences, and participation in other educational opportunities. The College's Performance Management Process establishes a process to provide ongoing feedback on performance, to set goals, and to plan for professional development and attendance in workshops and development programs.

A. PROFESSIONAL DEVELOPMENT

Participation in outside conferences and workshops can enhance employee knowledge and skills in areas directly related to their jobs. Staff must have the appropriate departmental approval to attend conferences or workshops during work time. Most departments have a budget line for costs associated with attendance at conferences, job-related courses or workshops.

B. TRAINING OPPORTUNITIES

Human Resources offers a variety of training and development programs on campus for staff. These include new employee orientations, leadership and supervisory development programs, change management programs, team development and planning, conflict resolution, special programs for non-supervisory staff, and individual coaching. These programs are usually announced by Human Resources to staff through the College Bulletin, email, flyers, and/or the HR website. Some programs involve nominations by heads of departments or functions.

C. TUITION WAIVER

Eligible employees can also receive tuition waiver to cover all or part of the cost of many classes offered to registered Saint Mary's College students. For more information see "Tuition Waiver" in the Benefits section, or check the HR website.

D. NEW EMPLOYEES (Also See Employment Section)

The first days, weeks and months with the College or in a new position are an important period of learning. The employee learns about the department, job responsibilities, and Saint Mary's unique history and tradition as the premier Catholic, Lasallian and Liberal Arts College.

1. The First Days on the Job

During the first days on the job, it is useful for the supervisor to

- Make sure that the employee completes an I9 and W4 in HR, required before the employee can get an employee ID number and an email account.
- Determine if the new employee has the tools and equipment for the job, including, as appropriate, a telephone extension, a computer, necessary software, a parking sticker, access to GaelExpress and the SMC website, and an email account.
- Confirm that the new employee has scheduled, and attends, both New Employee Orientation and the Benefits Orientation.
- Review with the new employee the duties and responsibilities of the position, including a review and discussion of the job description, including the essential functions of the

position as well as institutional information that may not be covered in the job description.

2. Department Orientation

Each supervisor or department head is responsible for the specific departmental orientation and training of new employees (including student workers). This orientation can set the stage for a positive introduction for the employee to the College and his/her job. The following are areas that are helpful for a supervisor to cover during the departmental orientation of a new employee:

- Introduce the new employee to department staff and to key contacts across the campus.
- Walk around campus to show the employee the locations of places to eat on campus, the library, the Soda Center, administrative buildings, the athletics buildings, and other buildings that the new employee will be visiting early in employment.
- Review College safety rules, departmental work rules, and policies and procedures.

3. College Orientation

Human Resources conducts orientation sessions, generally quarterly, for new hires to welcome them to the College. These sessions include talks on the mission and traditions of the College, a review of policies, and information on services available to employees. New employees are strongly urged to attend these informative sessions early in their employment. HR can also conduct individual College orientations.

4. Benefits Orientation

Human Resources also conducts separate benefits orientations, generally monthly, for new employees or employees newly eligible for benefits. HR can also provide individual benefits orientations. For more information, see Section IX, Benefits.

E. PERFORMANCE PLANNING AND REVIEW

Saint Mary's College has established a Performance Management Process to structure a dialog between employees and their supervisors on performance expectations, progress and accomplishments. The Performance Management process promotes a shared responsibility between supervisors and employees for performance planning and assessment, ongoing two-way communication, and opportunities for professional development and continuous learning. The process is a continual cycle throughout the year.

The stages, procedures, and forms for this process are described and available on the Human Resources website under Performance Management, in materials available in the HR office, in training sessions from HR, and in email communications from HR. Key components of the process are as follows:

1. Initial Review

The Performance Management Process is designed to begin with the initial review for new employees or employees new to a position. It is typically completed by the supervisor and the employee after two (2) to six (6) months on the job. This review is designed to clarify the employee's responsibilities and objectives, give feedback on the employee's performance, and provide the structure for identifying the new employee's professional development plan. The Performance Review form documents this process. Once signed by the employee and her/his supervisor, a copy is made for the employee, the department, and the supervisor.

The original is sent to Human Resources where it becomes a part of the employee's personnel file.

2. Performance Feedback

It is expected that coaching by the supervisor and mutual feedback between the supervisor and employee occur throughout the year; this can include reviewing expectations and progress, coaching, and discussion on professional development. Positive feedback and constructive feedback when adjustments need to be made, are especially important, ideally, close to the time when the instance takes place. Supervisors should seek multiple ways to recognize accomplishments, from a simple thank you to department recognition.

3. End of Year Performance Review

All employees and their supervisors should complete the annual end of year Performance Review in May-June of each academic year. This review documents the employee's accomplishments for the year, provides ratings for qualitative areas, provides an over-all rating for the past year, sets down goals (or begins this process) for the upcoming year, and lists the professional development agreed upon for the next rating period. Areas of strength and areas for development should be specific. This review is designed to be a collaborative process between the employee and the supervisor.

Once signed by the employee and her/his supervisor, a copy of the Review form is made for the supervisor, employee and department. The next level of management then signs it and sends it to Human Resources to become a part of the employee's personnel file. The Human Resources staff is available to provide guidance about the process and assistance in dealing with performance issues.

4. Mid-year Progress Review

This mid-year review, normally done in December-January of each year, is designed to structure a dialog between the employee and supervisor regarding expectations, progress, course correction, and mid-year feedback. The Progress Review form documents this process. Human Resources can provide guidance for these reviews. When completed, one copy each of this review form is kept by the employee, the supervisor, and department files. It does not need to be forwarded to Human Resources. Progress Reviews can be conducted more frequently if the supervisor, department or employee desires.

5. Development Plan

A formal professional Development Plans can be created at any time in the year although they are often developed in conjunction with the End of Year Review. Reasons why a Development Plan may be helpful include an employee's taking on new assignments, having changes in job responsibilities or the employee is seeking to advance in their career. If a Development Plan is completed, both employee and supervisor should keep a copy.

6. Plan for Improvement

A completed Plan for Improvement must be submitted to Human Resources when the overall rating on the performance review is "Needs Improvement" or below. It can also be done if there are areas marked "Needs Improvement" even though the overall rating may be "Meets Expectations". While often done at the time of the annual review, the Plan for Improvement can be used any time performance is less than it should be. The supervisor should initiate this plan with the employee. The plan should clarify the improvement needed and actions to

take. Its goal is to help the employee meet the expectations of her/his position. Both employee and supervisor should keep a copy. Supervisors are strongly encouraged to consult with appropriate staff in Human Resources when developing a Plan for Improvement.

An employee with an overall rating of Needs Improvement when salary increases are provided to other staff employees is not eligible for an increase. At such time as the overall performance is documented by the supervisor as Meets Expectations or better, the employee may be eligible for a non-retroactive increase.

F. PERFORMANCE PROBLEMS

Sometimes coaching and performance reviews do not result in the necessary changes in an employee's performance or behavior. When this occurs, supervisors should seek the guidance of the Director of Recruitment & Employee Relations, or the Director of Human Resources to determine the best way to proceed.

G. VIOLATIONS OF POLICY/PROHIBITED CONDUCT

When violations of Saint Mary's policies or prohibited conduct is suspected or has occurred, the appropriate level of supervisor must promptly review the situation with the Director of Human Resources or her/his designee as quickly as possible so that the matter can be investigated, and appropriate action determined. Appropriate action may consist of disciplinary action up to and including termination of employment.